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ABOUT

U.S. SKI & SNOWBOARD

U.S. Ski & Snowboard is an Olympic sports organization providing leadership and direction for tens of thousands of young skiers and snowboarders, encouraging and supporting them in achieving excellence. By empowering national teams, clubs, coaches, parents, officials, volunteers and fans, U.S. Ski & Snowboard is committed to the progression of its sports, athlete success and the value of team. Established in 1905, U.S. Ski & Snowboard receives no direct government support, operating solely through private donations from individuals, corporations and foundations to fund athletic programs to assist athletes in reaching their dreams.

The past year has been very busy at U.S. Ski & Snowboard as we prepare for the 2018 Olympic Winter Games in Korea. 2017 was full of inspiring athletic moments and success, a new brand launch and a continued focus on being the Best in the World in all of our sports and operations.

Being Best in the World by cultivating excellence throughout our entire organization remains our top goal. Our renewed efforts to work with clubs and young athletes is seen in our growing membership and a focus on sport development programs to ensure that the pipeline for our national teams will be strong for years to come. Tiger Shaw, who has been our CEO for three years, continues to provide tremendous leadership. We recently added Dan Barnett to our senior management team to create greater awareness of our athletes and events worldwide and to help drive revenue which will all be invested back into athletics and development.

Our athletes had an incredible season in 2016-17, bringing home 21 medals in Olympic events, tied with Norway for the highest medal count by a nation. The season was highlighted by an action-packed line up of domestic alpine World Cups, including the 2017 World Cup Finals in Aspen where 22-year-old Mikaela Shiffrin became the fourth American to win the overall alpine crystal globe. We hosted our first Olympic qualification events - freeskiing and snowboarding at Mammoth Mountain and aerials at Deer Valley - where our USA athletes took the first steps towards making their respective Olympic teams. The next generation of Nordic skiers competed at the 2017 FIS Junior and U23 Nordic World Ski Championships in Utah and we saw the women’s cross country relay team win a historic bronze medal.

With our new focus on being one team, the U.S. Ski & Snowboard brand embodies our core values and unites our entire organization, fueling a passion for all of our sports at every level. We have an exciting year of competition, headlined by the Olympics, to look forward to 2018 and I hope everyone’s passion and unity will continue to inspire our athletes, leadership, members, volunteers and parents who make us Best in the World. Thank you for your commitment to our team and allowing me to be part of this great organization.

Dexter Paine
Chairman
U.S. Ski and Snowboard Association
VISION

The vision of U.S. Ski & Snowboard is to make the United States of America the Best in the World in Olympic skiing and snowboarding.

VALUES

Integrity
Passion
Fun
Team
Community
Excellence
Grit

MISSION

The mission of U.S. Ski & Snowboard is to lead, encourage and support athletes in achieving excellence by empowering national teams, clubs, coaches, parents, officials, volunteers and fans.

GOALS

Achieve athletic excellence
Grow the visibility of our sports and brand through our athletes
Engage, lead and grow our communities
Cultivate organizational excellence
Achieve financially sustainable growth
OUR NEW BRAND

ICONIC. INSPIRATIONAL. ASPIRATIONAL. MODERN. UNITED.

OUR NEW LOGO IS INSPIRED BY THE STARS AND STRIPES OF THE AMERICAN FLAG, AND OUR CORE VALUES OF EXCELLENCE, PASSION, COMMUNITY AND TEAM. TOGETHER, WE ARE ONE TEAM REPRESENTING OUR COUNTRY ON THE WORLD’S MOUNTAINS. THE THREE STARS REPRESENT PODIUM SPOTS AND OUR VISION TO BE THE BEST IN THE WORLD.
Each element of the crest embodies the most critical elements of our vision, mission and core values of excellence, passion, community and team.

All teams and athletes united under one brand and one brand mark.

Three stars represent the drive to reach the podium. The primary focus of athletes as they strive to be the Best in the World.

A custom container knocks out two distinct mountain peaks for ski and snowboard.

Two red stripes is an ode to our country’s flag, and the angle celebrates speed.
BRAND STATEMENT

U.S. Ski & Snowboard is united as one team representing the United States on mountain trails around the globe. Fueled by passion for sport and outdoor life, U.S. Ski & Snowboard supports the dreams of athletes at all levels and unites members across seven unique sports in pursuit of being Best in the World.
U.S. SKI & SNOWBOARD HAD A SUCCESSFUL PRE-OLYMPIC SEASON. WHAT DO YOU SEE AS SOME OF THE HIGHLIGHTS?

Our athletes brought home 19 World Championship medals, 17 X Games Medals, 21 Junior World Championship medals and 124 World Cup and major event podiums in 2016-17. It is our organizational vision to be Best in the World and we were extremely close to achieving that this season. Thanks to a robust event schedule, our fans were able to experience many of these victories on home snow, including Mikaela Shiffrin taking home the alpine overall title in Aspen. In addition to our regular line up of World Cups and Toyota U.S. Grand Prix, we also hosted the FIS Nordic Junior and U23 World Championships on the Olympic venues in Utah, where we watched the women’s cross country team bring home the first junior worlds medal ever won by the U.S.

THE U.S. HOSTED 12 ALPINE WORLD CUPS THIS SEASON. HOW DID THAT IMPACT THE SKI RACING COMMUNITY?

U.S. Ski & Snowboard events like the Birds of Prey World Cup, Visa Freestyle International and the Toyota U.S. Grand Prix stops at Copper Mountain and Mammoth Mountain have been some of our top events for years. This season, we focused on raising the profile of alpine ski racing in America with events at Killington Mountain Resort, Squaw Valley and Aspen. These World Cup weekends drew in excess of 75,000 fans. Global TV audiences for the World Cup finals in Aspen surpassed 25 million. Including Beaver Creek, we now have four iconic American ski resorts that have shown they can produce truly world class events. We are excited to return to Killington and Beaver Creek in 2017-18.

WHAT STEPS IS U.S. SKI & SNOWBOARD TAKING TO IMPROVE SPORT DEVELOPMENT?

Our vision to be Best in the World in skiing and snowboarding is not only aimed at this Olympic cycle but is also a vision for sustained excellence extending far into the future. World class athletes start their journey with positive, supportive and knowledgeable coaches. We are in the process of redeveloping our coach education and certification programs to give coaches the knowledge, skills and abilities they need to develop the next generation of elite athletes. Parents also play a critical role in the development of athletes and we have plans in place to better engage and educate parents to help them understand the development process and provide the support and encouragement they need to help their athletes achieve their dreams.

WHY DID THE ORGANIZATION MAKE THE DECISION TO LAUNCH A NEW BRAND?

With the continuous evolution of our sports, it was important for us to have a common brand that truly represented who we are as an organization and what we aim to achieve across all of our different sport programs and teams together. The U.S. Ski & Snowboard brand embodies our core values and unites our entire organization, fueling a passion for our sports at every level. The single, iconic mark will propel us forward as we continue to grow our sports and strive for athletic excellence.

WHAT WAS THE CREATIVE PROCESS BEHIND THE NEW LOGO?

Throughout the two-year rebranding project, we called on a variety of experts to provide insight. Nike Senior Strategic Advisor Jeanne Jackson led the branding task force efforts, working alongside industry leaders including United States Olympic Committee Chief Marketing Officer Lisa Baird and many others. Our athletes and stakeholders also provided input via large surveys and many interviews. We had multiple design firms developed various iterations before landing on the aspirational, unifying mark. We’re very proud of how it looks and what it represents.

YOU RECENTLY BROUGHT IN A NEW CHIEF COMMERCIAL OFFICER. WHAT IS HIS DIRECTION FOR U.S. SKI & SNOWBOARD’S MARKETING INITIATIVES?

Dan Barnett joined our team this past summer, filling a role that we’ve never really had in our organization before. Unlike other national governing bodies, the U.S. Ski & Snowboard brand is a global one and Dan recognizes the potential in that. His background in sport and knowledge of marketing on a global scale will be instrumental as we look to grow revenue in that area to support our athletic programs.

WHAT ARE YOU LOOKING FORWARD TO IN THE OLYMPIC SEASON?

We’re in a great position athletically and organizationally going into PyeongChang. With the new brand, the feeling of being one team with a common goal, from our athletes to our coaches and staff, is stronger than ever. Our event calendars are packed full with Olympic selection events across the country, including a return to Killington Resort for the women’s alpine World Cup and a new Toyota U.S. Grand Prix stop at Snowmass. Our national teams have been training the past four years for this season and they are ready to take on the challenge of being Best in the World.
U.S. Ski & Snowboard athletes brought home 19 World Championship medals, 17 X Games Medals, 21 Junior World Championship medals and 124 World Cup and major event podiums in 2016-17. Fueled by passion for their sport and the drive to be Best in the World, these teams will lead the charge to the 2018 Olympic Winter Games and beyond.
ALPINE

Mikaela Shiffrin this season became the fifth American to win the alpine overall globe.

1 WORLD CUP CHAMPION
3 WORLD CHAMPIONSHIP MEDALS
21 WORLD CUP PODIUMS
3 JUNIOR WORLD CHAMPIONSHIP MEDALS

Lindsey Vonn skis to a downhill win in Germany.

Travis Ganong celebrates his second career victory with a downhill win in Germany.

Mikaela Shiffrin this season became the fifth American to win the alpine overall globe.
Jessie Diggins elevated herself to one of the most successful women’s cross country skiers in U.S. history, winning two World Championship medals and claiming three World Cup podiums in 2017-18.

Sadie Bjornsen, Jessie Diggins and Kikkan Randall put on a historic performance at the 2017 FIS Cross Country World Ski Championships in Lahti, Finland.

Left: Jessie Diggins; Right: Simi Hamilton
NORDIC

6

TOP-10 WORLD CUP FINISHES

244.5 M NEW U.S. SKI JUMPING RECORD SET IN 2017

Kevin Bickner soars at the FIS Ski Jumping World Cup in Planica, Slovenia.

Bryan Fletcher skis the 10k portion of the men’s nordic combined competition at the 2017 FIS Nordic World Championships in Lahti, Finland.

World Champion Sarah Hendrickson competes at the FIS Women’s Ski Jumping World Cup in Sapporo, Japan.
FREESTYLE

4 WORLD CHAMPIONSHIP MEDALS
12 WORLD CUP PODIUMS
6 JUNIOR WORLD CHAMPIONSHIP MEDALS

Ashley Caldwell made history and won World Championships when she became the first woman to successfully land a full, double full, full.

Morgan Schild celebrates her second career win on home soil at the Visa Freestyle International.

Jaelin Kauf (left) and Olivia Giaccio finished first and third in dual moguls in Japan.
FREESKIING

- 1 World Cup champion
- 4 World Championship medals
- 6 X-Games medals
- 18 World Cup podiums
- 4 Junior World Championship medals

Photo Suggestions:
- Aaron Blunck X Games Win
- Mammoth Men’s Pipe Sweep
- World’s Podium with McRae and Gus
- Devin Logan Action Shot
- Torin Test Event Win

Video Suggestions:
- Torin Test Event Win

Taylor Seaton (left), Torin Yater-Wallace (center) and Gus Kenworthy (right) swept the men’s halfpipe podium at the Toyota U.S. Grand Prix in Mammoth, Calif.

McRae Williams (right) and Gus Kenworthy take home gold and silver at the 2017 FIS Freestyle World Ski Championships.

McRae Williams (right) and Gus Kenworthy take home gold and silver at the 2017 FIS Freestyle World Ski Championships.

Devin Logan boosts out of the pipe at the Toyota U.S. Grand Prix at Copper Mountain, Colo.

Aaron Blunck celebrates his first X Games win in men’s halfpipe.

Torin Yater-Wallace (center) won the Olympic test event in PyeongChang, South Korea.
Jamie Anderson rode to victory at the 2017 Toyota U.S. Grand Prix in Mammoth, Calif.

Lindsey Jacobellis brought home her fifth World Championship medal this season.

Julia Marino landed her first X Games gold medal in slopestyle.

Dylan Thomas (left), Red Gerard (center) and Kyle Mack (right) swept the slopestyle snowboarding podium at the 2017 Toyota U.S. Grand Prix in Mammoth, Calif.
U.S. Ski & Snowboard athletes will take center stage this winter at the 2018 Olympic Winter Games in PyeongChang, South Korea. Nestled in the Taebaek Mountains region, PyeongChang will play host to the majority of the snowsport events, with alpine speed events taking place to the south in Jeongseon and all ice sports taking place in the coastal region of Gangneung. After a successful showing at the 2014 Games in Sochi, Russia, the U.S. Ski & Snowboard Teams are poised to be Best in the World in 2018.
ALPENSIA OLYMPIC PARK
The Alpensia Olympic Park houses the venues for ski jumping, nordic combined, cross-country and big air snowboarding. It is located 10 minutes away from the athlete village and will also serve as the main point for media operations and hospitality in the mountain cluster.

JEONGSEON ALPINE CENTRE
The Jeongseon Alpine Centre will play host to the men’s and women’s alpine speed events. Nested into one of the most remote areas of South Korea in the Gariwang mountain surrounded by a 500-year-old sacred forest, the temperature is cold and the snow surface is hard. It’s a dynamic track with lots of terrain and long, sweeping turns which suit the style of the American speed skiers – both men and women.

YONGPYONG ALPINE CENTRE
The YongPyong Alpine Centre will play host to the men’s and women’s alpine tech events, including the Nations Team Event. YongPyong has previously hosted World Cup events in four seasons – 1998, 2000, 2003 and 2006. Coincidentally, it is the home of Ted Ligety’s first Audi FIS Ski World Cup giant slalom victory in 2006.

BOKWANG SNOW PARK
Located about a half an hour southwest of the Alpensia Olympic Park, Bokwang Snow Park houses the venues for halfpipe and slopestyle skiing and snowboarding, snowboardcross, parallel giant slalom, moguls and aerials. Similar to Alpensia, the venues for all competitions are close together, giving spectators easy access to a variety of sports.

WATCH THE GAMES LIVE
For the first time ever, NBC’s prime-time coverage of the 2018 Winter Olympics in PyeongChang, South Korea, will air live across the United States, including on the West Coast. Major skiing and snowboarding events expected to be aired live include men’s and women’s giant slalom, women’s slalom, halfpipe skiing and snowboarding and the new sport of big air snowboarding.
EVENTS
USA HOSTS RECORD ALPINE WORLD CUP SEASON

American ski racing fans were treated to one of the most exciting seasons in history with the global alpine ski racing tour making three stops in the U.S. in 2016-17. The season included 16 races - one of the biggest calendars in history - culminating with the Audi FIS Ski World Cup Finals at Colorado’s Aspen Snowmass resort. World Cup weekends at some of America’s most noted resorts, including Killington, Squaw Valley and Aspen, drew in excess of 75,000 fans.

The engagement of fans at the Killington World Cup exceeded the community’s already high expectations, comparable to the biggest crowds in the 50-year history of the alpine World Cup tour. The production of an eastern USA World Cup was part of a decade-old strategy by U.S. Ski & Snowboard to grow awareness of alpine ski racing across America with a return to the most densely populated area of ski fans. Squaw Valley produced remarkable racing on Red Dog for the women with U.S. Ski Team athlete Mikaela Shiffrin sweeping the weekend. With a strong community culture for ski racing, and 20,000 fans on hand for the two-race weekend.

More than 30,000 fans packed the stadium at Finals with estimated global TV audiences of over 25 million tuning in, including more than two million U.S. viewers on NBC and NBCSN. It was the first time World Cup Finals were held in the USA in 20 years and the first time ever an American alpine skier, Shiffrin, received an overall crystal globe on home snow.

Every U.S. race was broadcast live or same day on NBC or NBCSN, along with live streaming on NBCSports.com and the NBC Sports app. More than 20 hours were broadcast on national television, plus live primetime coverage in Europe, as well as live coverage into China. The success of the three weekends of alpine ski racing will be a part of what is anticipated to be a record year of broadcast reach in America, expected to eclipse the 24 million viewers from the World Championship year two seasons ago.

The strong U.S. World Cup calendar was part of an initiative by U.S. Ski and Snowboard to piggyback on the very successful 2015 World Championships in Vail/Beaver Creek to further elevate awareness of alpine ski racing in America, and great American stars like Lindsey Vonn and Mikaela Shiffrin who were both on the podium in Aspen. Fans will once again have the opportunity to see U.S. Ski Team stars race on home soil when the World Cup returns to Killington and Beaver Creek in 2017.
U.S. Ski & Snowboard has also partnered with the Dew Tour for an additional Olympic qualification event.

Long-time Grand Prix partners Copper Mountain and Mammoth Mountain return once again to host the world’s best skiers and riders for a total of eight Olympic qualifying events. A new addition to the Toyota U.S. Grand Prix’s resort lineup this season is Aspen Snowmass, coming on to host five qualification events. The resort previously hosted one of the first halfpipe snowboarding Olympic qualification events and a big air snowboarding exhibition event in 1998. The Olympic teams for all sports will be named after the Mammoth event.

The U.S. is expected to field some of the strongest snowboarding and freeskiing teams at the 2018 Games. The Toyota U.S. Grand Prix will showcase the talented athletes hoping to make those teams, including Olympic medalists Kelly Clark, Shaun White, Jamie Anderson, Joss Christensen, Gus Kenworthy, Nick Goepper, David Wise, Devin Logan and Maddie Bowman. In addition to halfpipe and slopestyle competitions, the tour will once again showcase the newest Olympic sport, big air snowboarding, at the stop at Copper Mountain.

The Toyota U.S. Grand Prix continues to produce some of the highest-rated winter action sports broadcasts. U.S. Ski & Snowboard, in partnership with NBC Universal, will once again present over 15 hours of coverage from all the Grand Prix events on NBC and NBC Sports Network.
No athlete becomes an Olympian on their own. It requires a network of dedicated coaches, teammates and supporters. U.S. Ski & Snowboard has a proud tradition of being supported by funding from generous Americans. This extraordinary tradition is shared with few countries in the world. We have created programs, events and special projects to match donations of all sizes. Our top funding programs are the Marolt Athlete Endowment, the Gold Pass program, and the New York Gold Medal Gala (pictured here). These programs provide the majority of our annual funding for our athletes, helping to ensure that they receive the best possible training, coaching and support as they strive to achieve their dreams. Just like every second, every step and every shot counts in the Olympics, so does every dollar raised. We are grateful to all those who have generously given to support our athletes and our sports.
The Gold Pass program raised $4.5 million in donations for the team in the 2017-18 season, which is the largest amount raised to-date! The Gold Pass program is our premier fundraiser and all funds from this charitable ski and snowboard pass go directly towards our athletic expenses. Funding the Gold Pass program provides athletes with exceptional support from a world-class team of sports science experts and sports medicine staff, access to state-of-the-art training facilities, and the ability to compete internationally at the elite level.

This generous gift provides donors with one of only 450 fully transferable Gold Passes for the season with direct-to-lift access and exclusive access to over 250 resorts across the United States. Being a part of this vital program also includes invitations to special clinics, World Cup competitions and events with Olympians, and team insider information via U.S. Ski & Snowboard’s eNewsletters. This unique opportunity provides Gold Pass holders with the ability to support the journey of our athletes and also create their own memories with the sports they love.

The Ambassador program was launched in the spring of 2016 and has helped identify a passionate group of supporters and advocates for the team. Ambassadors enjoy behind-the-scenes access to the team where they can interact with our athletes, which allows them to advocate for our athletes and help with additional outreach in their communities. This includes the opportunity to host regional receptions where those interested in supporting our athletes have a chance to meet them and to hear about the time, energy and dedication it takes to make it to the world stage in their sport. The program currently has 21 members and raised over $500,000 this year in gifts and pledges. We are excited to see growth in this important area and to welcome new, passionate supporters to the team.

The Champions Club program provides supporters with insider access to the Olympic Winter Games and World Championship events. The Winter Olympic Games may only occur every four years, but the athletes of the U.S. Ski & Snowboard teams work every day to achieve their Olympic Dreams. The Champions Club Program provides a sustainable source of funding for our athletic programs year to year, helping our athletes make their dreams a reality.

When you generously donate to the Champions Club, you are directly impacting the journey of the athletes and providing them with Best in the World coaching, world-class training facilities, technicians, medical staff and sports scientists. These tools play a pivotal role in the success of our current and future athletes. The Champions Club program was launched at the 2002 Olympic Winter Games in Salt Lake City.

The inner circle program provides support for our Inner Circle donors to fund our athletes’ needs each year. This funding is vital and is applied directly to our teams’ athletic expenses and most pressing needs.

The Champions Club program provides supporters with insider access to the Olympic Winter Games and World Championship events. The Winter Olympic Games may only occur every four years, but the athletes of the U.S. Ski & Snowboard teams work every day to achieve their Olympic Dreams. The Champions Club Program provides a sustainable source of funding for our athletic programs year to year, helping our athletes make their dreams a reality.

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The direct marketing program is the first step for fans to become donors. The direct marketing program had a 20% growth in 2017 and continues to grow each year. Our fans receive team gear while providing our athletes with the support they need to make it to the podium.
The Marolt Athlete Endowment is a $50 million campaign in support of our athletes’ most pressing needs in the areas of athletics and education. Guided by our vision, mission and strategic goals, we are focused on building endowment funds to support athlete travel and elite coaching. We are also focused on developing the whole athlete by building funds to support our athletes’ education endeavors and career skill development, while providing a smooth transition from life as an athlete to life as a career professional.

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<th>Athletic Priorities</th>
<th>Endowed Funds</th>
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<tr>
<td>Bob Beattie Athlete Travel Fund</td>
<td>$20,000,000</td>
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<tr>
<td>Elite Coaching</td>
<td>$20,000,000</td>
</tr>
<tr>
<td>Total Athletics Endowment</td>
<td>$40,000,000</td>
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| Athlete Career & Education Priorities           |               |
| Higher Education                                | $5,000,000    |
| Career Coaching & Transition                    | $5,000,000    |
| Total Athlete Career and Education Endowment   | $10,000,000   |

As of December 31, 2017, the Marolt Athlete Endowment was 40% of the way to its goal with $20 million raised in support of our athletes’ current and future endeavors. That support is making a big impact in the lives of our athletes. Since its inception, 153 athletes have utilized and engaged in Athletic Services, Career & Life Skills Services and Education Services. An important highlight in the endowment campaign is the education component. During the 2016-17 academic year, a total of 67 athletes with 28 majors took 200 courses at 17 distinct academic institutions. We look forward to another successful year and continued growth in all of our endowment fund areas.
MARKETING
40+ NBC AND NBCSN BROADCASTS

55% INCREASE IN DOMESTIC TV VIEWERSHIP IN 2016-17

3.4+ Billion INTERNATIONAL BROADCAST VIEWERS

85 Million DIGITAL REACH

11+ Million SOCIAL MEDIA FANS
This past May, U.S. Ski & Snowboard named veteran global marketing professional Dan Barnett as its first chief commercial officer. Barnett, an innovative and strategic-focused sports business leader with a wide range of global marketing and commercial experience, is taking on a new position designed to drive the organization’s commercial and marketing efforts and provide strategic vision for continued growth of its brand. U.S. Ski & Snowboard has long been one of the strongest brands in Olympic sport with significant global impact featuring world-recognized and accomplished athletes, a committed sponsor base and powerful international broadcast and digital media presence.

Dan, welcome to U.S. Ski & Snowboard. Have you and your family enjoyed your transition to Park City?

It’s been a whirlwind but we love it here! My wife Jenny and our two children moved in early July. I’ve found the team at U.S. Ski & Snowboard to be passionate about what we all do. My wife is Swiss so all of us are looking forward to being back on snow this winter.

You bring a unique international background to the position. Of all the global opportunities you had, what most interested you in U.S. Ski & Snowboard?

I’ve always been struck by the diverse portfolio of great American ski and snowboard stars - Lindsey, Ted, Mikaela, Shaun, Ashley Caldwell, Jessie Diggins and more. With the breadth of sports, it’s really quite a fascinating organization with many opportunities to engage with global partners. Our job is to create the content to tell their story to the world.

Coming into the organization this summer, what have you established as broad goals?

Overall, I’m looking to grow value for our athletes, our global partners, our organization and the sports of skiing and snowboarding. In particular, we need to work very closely with our key athletes so that they all understand their roles and the benefits they will achieve from our mutual success.

How has the organizational strategy changed?

We’re looking to do three key things. First, we need to increase revenue. We’ll do that through a more global approach, which will bring greater value to all partners. Secondly, we will include our athletes very directly in this process. Finally, you’ll see us consolidate more assets to bring more direct value to our organization through our own content.

Content has become a key to any successful organization, hasn’t it?

U.S. Ski & Snowboard is on a good track with content, having seen it grow exponentially the last few years. We’ve now created a content division that will allow us to grow even more and to engage even more and bring greater value to our global partners.

How important is the new U.S. Ski & Snowboard brand?

The brand change, which came just before me, is pivotal to our success! It’s simplified and will bring far greater value to our partners and allow us to expand in many directions.

How can fans best follow U.S. Ski & Snowboard stars?

The content we create for our own digital channels will increase with our new content division. We’re also fortunate to have a really strong broadcast partner in NBC, the network of the Olympics. This year fans will be able to follow our sports all season long on NBC, NBCSN and the new Olympic Channel, which replaces Universal HD.

What impact does the Olympics have this year on the value of your brand?

The media impact of the Olympics is huge - really one of the biggest value propositions in global sport. Just in America, our stars will be seen by nearly 300 million fans. Globally it’s even larger. And the earned media value our stars will achieve is even larger.

Is our future global?

Global partners know our brand and our athletes - there is very good recognition of them worldwide. But, what I’ve noticed most is the knowledge levels and interest there is in our various different sports. That’s a real asset for us.

Will we see you on snow?

Yes, I’ll be there for the opener in Soelden in October and anxious for our own U.S. Ski & Snowboard events to begin at Killington, Beaver Creek and Copper Mountain to open the season.
45,000+
PARTICIPATING RACERS IN 2016-17

110
PARTICIPATING RESORTS

320,000+
RACES RAN ACROSS THE COUNTRY

NASTAR Nationals Heads to Squaw Valley

For the first time since 1981, the Liberty Mutual Insurance NASTAR National Championships is heading west of the Rocky Mountains to Squaw Valley, California. Under U.S. Ski & Snowboard, NASTAR continues to bring greater awareness to the sport and motivate participants of all ages to get involved in ski racing. This year’s Championships will take place after the conclusion of the 2018 Winter Olympic Games, building on the enthusiasm generated by the Games in a new locale with a strong Olympic legacy. Squaw Valley is known for vast alpine peaks with iconic lifts such as KT-22 and the Aerial Tram, providing a scenic backdrop for NASTAR’s biggest event of the season. The Championships are scheduled for March 21-25, 2018.
SPORT DEVELOPMENT
2017 PODIUM CERTIFIED CLUBS

The U.S. Ski & Snowboard Club Certification Program is a rigorous, mission driven self-assessment and review of best principles and practices in eight areas of organizational performance, designed to recognize excellence and create a platform for continued improvement. To date, 37 U.S Ski & Snowboard Clubs have achieved podium level certification, representing approximately 10% of all clubs. In addition, more clubs are now using club development and certification resources to benchmark themselves against best principles and practices, providing them with a clear roadmap to become stronger organizations.

Carrabassett Valley Academy and Sugarloaf Mountain Ski Club were one of 19 gold certified clubs in 2016-17.

GOLD
Bridger Ski Foundation (Bozeman, MT)
Buck Hill Ski Racing Club (Burnsville, MN)
Burke Mountain Academy (East Burke, VT)
Carrabassett Valley Academy and Sugarloaf Mountain Ski Club (Carrabassett Valley, ME)
Green Mountain Valley School (Waitsfield, VT)
Killington Mountain School and Killington Ski Club (Killington, VT)
The Loppet Foundation and Loppet Nordic Racing (Minneapolis, MN)
Mammoth Mountain Ski and Snowboard Team (Mammoth Lakes, CA)
Mount Mansfield Ski Club (Stowe, VT)
New York Ski Education Foundation (Wilmington, NY)
Rowmark Ski Academy (Salt Lake City, UT)
Squaw Valley Alpine Meadows Ski Team (Olympic Valley, CA)
Steamboat Springs Winter Sports Club (Steamboat Springs, CO)
Stratton Mountain School (Stratton, VT)
Sugar Bowl Ski Team and Academy (Norden, VT)
Sun Valley Ski Education Foundation (Sun Valley, ID)
Utah Olympic Park - Fly Freestyle and Park City Nordic Ski Club (Park City, UT)
Ski and Snowboard Club Vail (Vail, CO)
Waterville Valley BBTS (Waterville Valley, NH)
Winter Park Competition Center (Winter Park, CO)

SILVER
Franconia Ski Club (Franconia, NH)
The Holderness School (Holderness, NH)
International Snowboard Training Center (Frisco, CO)
Park City Sports Education Foundation/Park City Ski Team (Park City, UT)
Team Gilboa Alpine Ski Team (Eden Prairie, MN)
Team Summit Colorado (Copper Mountain, CO)

BRONZE
Franconia Ski Club (Franconia, NH)
The Holderness School (Holderness, NH)
International Snowboard Training Center (Frisco, CO)
Park City Sports Education Foundation/Park City Ski Team (Park City, UT)
Team Gilboa Alpine Ski Team (Eden Prairie, MN)
Team Summit Colorado (Copper Mountain, CO)
U.S. Ski & Snowboard Sport Education supports thousands of ski and snowboard coaches through delivery of certification, education and resources that help coaches guide athletes through all phases of development. Education of coaches gives our athletes the best experiences in the sport and the best opportunity for success. In 2016-2017, U.S. Ski & Snowboard embarked on an ambitious multi-year project to revise and update the structure, content and delivery of coach education programs across all sports.

The U.S. Ski & Snowboard Training Systems provide the backbone for development of all educational resources for coaches, clubs, athletes and parents. Based on the principles of long-term athlete development, the training systems outline a systematic and progressive approach to athlete development over the entire athlete life cycle. The training systems matrices cover all facets of athlete development including skill development, physical fitness, mental skills and competition focuses.

The U.S. Ski & Snowboard Coach Certification Program is the primary method of formal education available to our member coaches. In 2016, the Sport Education department initiated a comprehensive revision of all certification programs. Using an innovative approach that utilizes modern technology and the best principles of adult education, coach certifications will become a blended learning environment consisting of several online e-learning modules followed by an on-snow training experience.

The annual Coach Academy in Mammoth, California brought together top coaches from alpine, snowboarding and freeskiing for six days of shared learning both on and off the snow. With the support from coach education experts from the U.S. Olympic Committee, the Level 400 certification program at coach academy presented a slate of workshops on leadership, quality coaching, high performance programming and building cultures of excellence.
MEMBERSHIP GROWTH
The 2016-17 season was a successful year for membership growth with an increase of more than 6%. The bulk of this growth comes from cross country at 12%, alpine at 5.7% and short term memberships at 45%. Club memberships also increased by almost 10% with participation in the Club Liability Insurance Program (CLIP) up by 20%. Cross country clubs participating in CLIP more than doubled.

CUSTOMER SERVICE
Member Services launched a searchable knowledge base with over 250 articles including policies, procedures and FAQ’s. The tool saw over 10,000 visits in less than a year. With the introduction of the online knowledge base, the public now has multiple user-friendly channels to connect with Member Services, including online chat, phone and email.

CLUB MINIMUM STANDARDS
Beginning in the 2017-18 season, U.S. Ski & Snowboard will issue minimum membership standards for member clubs. The new standards will help to professionalize member clubs and provide more consistency in club operations across sports and the whole country.
U.S. Ski & Snowboard continues to encourage and promote Athlete Career and Education (ACE) initiatives and services for all athletes. The program takes its lead from the athletes’ needs and wants in the areas of athlete funding, education and career development. The ACE objectives are to enhance athletic performance, increase sport longevity, support career development, and encourage long term association with U.S. Ski & Snowboard.

150
ATHLETES HAVE USED ACE SERVICES FROM 2015-17

103
ATHLETES PARTICIPATED IN TUITION REIMBURSEMENT FROM 2015-17

54
GRANTS AWARDED FROM THE 2017 BOB BEATTIE ATHLETE TRAVEL FUND TO OFFSET ATHLETIC COSTS
U.S. Ski & Snowboard’s funding of athletic programs is core to its Best in the World vision. Unlike many rival nations, there is no government support of U.S. Ski & Snowboard athletes. This makes the importance of global partnerships, private giving from individuals through the Foundation, USOC support and membership so significant. In FY17, over 200 athletes are supported through the elite teams with over 82% of total funding allocated to athletic programs. Both the Marketing and Foundation departments generated over $10M in revenue to support the budget.
FISCAL YEAR 17
FINANCIALS

TOTAL REVENUE FOR FY17: $35.7 MILLION

- Foundation: $11.1 M
- Marketing: $10.5 M
- Membership and Competition Dues: $4.3 M
- USOC Grant: $5.9 M
- Endowment Grant: $1.7 M
- Other Revenue: $2.3 M

TOTAL REVENUE - $35.7 M

TOTAL FY17 EXPENSES - $34.4 M

- Athletics - Elite Teams: $14.3 M
- Events: $8.2 M
- Domestic Programs: $4.3 M
- Administration: $1.4 M
- Training Center: $1.8 M
- Foundation: $1.9 M
- Communications: $0.7 M

GENERATED BY FOUNDATION AND MARKETING: $21 MILLION

DEDICATED TO ATHLETIC PROGRAMS: $29 MILLION
83% of our total spending is allocated to our athletic programs which includes elite teams, domestic development programs, athlete education, events and training center costs.

This achieves our goal and is similar to other national governing bodies and the USOC.

- Elite team investments includes coaching, preparation period camps, competition travel, sports science and sports medicine
- Domestic development programs include support of our clubs and members
- Athlete education includes academic and career development support

Fundraising and Sponsorship includes the costs of raising revenue. Administration includes the costs of our communications, HR, accounting, technology departments.
## Fiscal Year 17

### Combined Balance Sheet

<table>
<thead>
<tr>
<th>Assets</th>
<th>2017</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>Cash and Cash Equivalents</td>
<td>1,800,624</td>
<td>2,035,411</td>
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<td>Accounts Receivable</td>
<td>4,911,909</td>
<td>3,595,413</td>
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<td>Contributions Receivable</td>
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<td>Prepaid Expenses</td>
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<td>Endowment</td>
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<td>34,353,820</td>
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<td>Long-term Investments</td>
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<td>Property and Equipment</td>
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<td>Other Assets</td>
<td>2,328,739</td>
<td>2,442,942</td>
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<td><strong>Total Assets</strong></td>
<td><strong>$73,374,573</strong></td>
<td><strong>$71,219,241</strong></td>
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<table>
<thead>
<tr>
<th>Liabilities</th>
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<tbody>
<tr>
<td>Accounts Payable</td>
<td>2,363,203</td>
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<td>Accrued Liabilities</td>
<td>2,156,322</td>
<td>2,154,841</td>
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<tr>
<td>Contributions Payable</td>
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<td>Line of credit</td>
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<td>Tax exempt bonds/building debt</td>
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<td>Deferred revenue</td>
<td>4,124,051</td>
<td>4,226,287</td>
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<tr>
<td><strong>Total Liabilities</strong></td>
<td><strong>$29,831,246</strong></td>
<td><strong>$30,960,234</strong></td>
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</tbody>
</table>

| **Total Net Assets**                  | **$43,543,327** | **$40,259,007** |

<table>
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<tr>
<th>Endowment &amp; Quasi Endowment</th>
<th>2017</th>
<th>2016</th>
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<tr>
<td>Legacy Campaign Athletic Endowment</td>
<td>29,478,948</td>
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<td>Marolt Athletic Endowment</td>
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<td>Marolt Education Endowment</td>
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<td>Borgen Swartz Education Endowment</td>
<td>2,952,994</td>
<td>2,868,681</td>
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<tr>
<td>U.S. Skiing Foundation (Quasi Endowment)</td>
<td>1,732,901</td>
<td>1,683,532</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$38,855,637</strong></td>
<td><strong>$35,919,863</strong></td>
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</tbody>
</table>

### Grants to Athletic Programs

- **Athlete Education Support**: 8%
- **Athletic Travel Support**: 5%
- **FUTURE CAMPAIGN OPPORTUNITIES**
  - Identified needs to grow support to athletes in order to reduce travel fees
  - Identified needs for increased training venues and coaching support
  - Desire for increased education grants to athletes for college and career development
CHAIRMAN
Dexter Paine, New York, N.Y.
VICE CHAIRMAN
Greg Boester, Rye, N.Y. (Foundation)
Liz Arky, Washington, DC (Foundation)
Rosie Brennan, Anchorage, Alaska (Cross Country Athlete)
Tricia Byrnes, Aspen, Colo. (Snowboarding Athlete)

Bryan Fletcher, Steamboat Springs, Colo. (Jumping/Nordic Combined Athlete)
Cam Thompson Graves, East Thetford, Vt. (Cross Country)
Lisa Kosglow, Hood River, Ore. (At-Large)
Darryl Landstrom, Minneapolis, Minn. (Alpine)
Dan Leever, Palm Beach, Fla. (Foundation)
Martina Lussi, Lake Placid, NY (Jumping/Combined)
Andy McLane, Weston, Mass. (Foundation)
Heather McPhie, Salt Lake City, Utah (Freestyle Athlete)
Kipp Nelson, Ketchum, Idaho (Foundation)
Warner Nickerson, Tilton, N.H. (Alpine Athlete)

Dylan Omlin, Truckee, Calif. (Snowboarding)
Eric Resnick, Vail, Colo. (Foundation)
Chris Seemann, Winter Park, Colo. (Freestyle)
Tiger Shaw, Park City, Utah (CEO)
Tom Wallisch, Park City, Utah (Freeskiing Athlete)
Andy Wirth, Squaw Valley, Calif. (At-Large)
Tom Yaps, New York, N.Y. (Freeskiing)

EX-OFFICIO
Michael Berry, Lakewood, Colo (National Ski Areas Association)
Holly Brooks, Anchorage, Alaska (USOC Athletes’ Advisory Council)
Bill Marolt, Paradise Valley, Ariz. (USOC)
Nick Sargent, McLean, Va. (SnowSports Industries America)
Bill Shiebler, Park City, Utah (Audit Chair)
Hank Tauber, Park City, Utah (FIS)

2016-17
U.S. SKI & SNOWBOARD BOARD OF DIRECTORS
ACTIVE
President: Greg Boester, Rye, N.Y.
Vice President: Eric Resnick, KSL Capital Partners, Denver, Colo.
Treasurer: Kipp Nelson, Ketchum, Idaho
Secretary: Jim Benedict, Vail, Colo.

Sydney McNiff Johnson, Galena Strategies, LLC, Washington, DC
Tom Karam, Delphi Midstream Partners, LLC, New York, N.Y.
Mike Kaplan, Aspen, Colo.
Kirk Kellogg, Kellogg Group, LLC, New York, N.Y.
John Kemmerer III, Jackson Hole Mountain Resort, Jackson, Wyo.
Ron Kruszewski, Stifel Financial Corp., St. Louis, Mo.
Brian Leach, Citi, New York, N.Y.
Dan Leeveer, Platform Specialty Products, Vail, Colo.
Doug Mackenzie, Radar Partners, Palo Alto, Calif.
Barry MacLean, MacLean-Fogg, Mundelein, Ill.
Walter McCormack, Granite Capital Management, LLC, New York, N.Y.
Dave Morin, Path, San Francisco, Calif.
Daniel Och, Och-Ziff Capital Management Group, New York, N.Y.
Andy Paul, Enhanced Capital Partners, New York, N.Y.
Dexter Paine, IAI, Paine Partners, New York, N.Y.
Dr. Marc Philippon, The Steadman Clinic, Vail, Colo.
Paul Raether, Kohlberg Kravis Roberts & Co., New York, N.Y.
Steven Read, Read Investments, Berkeley, Calif.
Robert Reynolds, Putnam Investments, Boston, Mass.
Jim Riepe, T. Rowe Price Group, Inc., Baltimore, Md.
Armins Rusis, Markit, New York, N.Y.

EMERITUS
Graham Anderson, Graco Investments, Inc., Ketchum, Idaho
Renee Behnke, REB Enterprises, Seattle, Wash.
Bill Bindley, Bindley Capital Partners, LLC, Indianapolis, Ind.
Craig Brown, Wiltson, Conn.
Andy Daly, Steamboat Alpine Development, LLC, Vail, Colo.
Shelby Davis, Wilson, Wyo.
Denis Keller, DeVry Inc., Oakbrook Terrace, Ill.
Peter Kellogg, IAT Re-Insurance, New York, N.Y.
Hal Kroeger, Tower Hill Wealth Management, Inc. St. Louis, Mo.
William Jeffries Mann Sr., Mann Investments, Inc., Memphis, Tenn.
Andrew Mill, Aspen, Colo.
David Pottruck, Red Eagle Ventures, San Francisco, Calif.
Dr. Richard Steadman, The Steadman Clinic, Vail, Colo.
Jim Swartz, Accel Partners, Palo Alto, Calif.
Hank Tauber, Park City, Utah
Jamie Temple, Real Estate Developer, Steamboat Springs, Colo.
Stew Turley, Clearwater, Fla.
Samuel Zell, Equity Group Investments, Chicago, Ill.

ATHLETE
Jeremy Bloom, Integrade, Colo
Edith Thys Morgan, Etna, N.H.
Jonny Moseley, Belvedere Tiburon, Calif.
Cindy Nelson, Vail, Colo.
Ross Powers, Stratton Mtn, Vt.
ALASKA
Alabama Nordic Racing
Alaska Nordic Racing
Alaska Pacific Nordic Ski Center
Alaska Winter Racing
Alyeska Ski Club
Alyeska Ski Club Free-Skiing
Hilltop Alpine Race Team
Juneau Ski Club
Moose Mt Alpine Sports Club
Nordic Ski Club of Fairbanks
Nordic Skiing Ass of Anchorage
Tsatskeli Trails Association
University AK Anchorage Ski Team
University of Alaska Fairbanks

ARIZONA
Flagstaff Ski Club Inc

CALIFORNIA
Alpine Meadows Ski Team
Auburn Ski Club Associates Inc
Bear Valley Snowsports Ed Fnd
China Peak Race Team
Dodge Ridge Race Team
Far West Skiing
Heavenly Mountain Resort
Kirkwood Ski Education Fnd
Mammoth Mountain Ski & Snowboard Club
Northstar Ski and Snowboard Team
Olympic Valley Freestyle & Freeride Team
Sierra at Tahoe Education Fnd
Snow Summit Race Team
Squaw Valley Ski Team
Sugar Bowl Ski Team & Academy
Tahoe Cross Country Ski Education Assoc.
Tahoe Donner Downhill Ski Team
Tahoe Snowboard Ski Team
Team Mountain High
Yosemite Winter Club

COLORADO
Aspen Valley Ski and Snowboard Club
Boulder Nordic Junior Racing Team
Cloud City Ski Club

IDAHO
Bogus Basin Nordic Team
Bogus Basin Ski Education Fnd
Independent Nordic Racing
Intermountain Masters Club
Lookout Pass Race Team
McCall Winter Sports Club
Schweitzer Alpine Racing School
Silver Mountain Alpine Race Team
Snow Valley Ski Education Fnd
Tamarack Mountain Sports Education Team
Teton Valley Ski Education Foundation

ILLINOIS
Chesnut Mountain Junior Race Team
Snowstar Ski Team

MASSACHUSETTS
Berkshire Intercup League
Berkshire School Ski Team
Blandford Ski Area
Bousquet Ski Club
Bradford Alpine Race Team
Bradford Ski Team
Butternut Ski Club
Cambridge Sports Union
Catamount Racing
Eaglebrook School Ski Club
Jiminy Peak Race Team
Nashoba Valley Ski Area
Nashoba Valley Ski School
Otis Ridge Ski Club
Prospect Hill Ski Team
Smuggler Ski Club
Snowmass Alpine Team
Wachusett Mountain Race Team

MAINE
Afton Alps Alpine Club
Buck Hill Ski Racing Club
Cloquet Ski Club Inc
Duluth Superior Alpine Club
Duluth XC Ski Club
Endurance United
G Team
Loppet Nordic Racing
Midwest Freestyle Assoc
Midwest Masters
Minnesota Ski Club
St. Paul Ski Club
Team Gilboa Ski Club of Minnesota
Three Rivers Ski Racing Inc
Thunder Bay Franco Alpine Ski Team
Wich Village

MONTANA
Hidden Valley Ski Team MO
Big Sky Ski Education Foundation
Blackfeet Indian Reservation
Discovery Ski Education Foundation
Flathead Valley Ski Fnd/Whitefish
Great Divide Ski Team
Missoula Freestyle Ski Team
Missoula Ski Education Foundation
Missoula Alpine Ski School
Montana State University Ski Team
Pioneer Mountain Education Foundation
Showdown Ski Team/Central MT Ski Run Ski Foundation
Team FL
West Yellowstone Ski Ed Foundation

NORTH CAROLINA
Asheville Ski Club
Beech Mountain Ski Ed Fnd
Mennen Sports LLC
Sugar Mtn Ski and Snowboard Fnd

NEW HAMPSHIRE
BWP Ski Team
Abenaki Ski Team
Attitash Alpine Ed Foundation
Bretton Woods RaceTeam
Brewer Academy
Cardigan Mountain School Ski Club
Colby-Sawyer College
Cranmore Mt Resort
Crotched Mt Competition Center
Dartmouth Ski Team
Ford Sayre Ski Club
Franconia Ski Club
Gunstock Freestyle Academy
Gunstock Ski Team
Holderness School
Kimball Union Academy
King Pine Race Team
Loon Freestyle Inc
Loon Ski Club Inc
MacConnell Division
Mount Sunapee Alpine
Mount Washington Valley Ski Team

U.S. SKI & SNOWBOARD CLUBS
Each year, U.S. Ski & Snowboard recognizes accomplished athletes, coaches and leaders at the Chairman’s Awards Dinner during the organization’s annual Congress. Olympic champion Mikaela Shiffrin was honored with the Beck International Award, the organization’s highest athlete honor. U.S. Ski & Snowboard also recognized Ted Sutton with the Julius Blegen award, its highest honor, for his lifetime service to ski and snowboard competition.

**DIAMOND AWARD**
Julius Blegen Award (Highest honor for service to sport) - Ted Sutton (Lincoln, N.H.)

**GOLD AWARDS**
Beck International Award (top athlete) – Mikaela Shiffrin (Eagle/Vail, Colo.)
Coach of the Year – Matt Whitcomb (U.S. Cross Country Ski Team)
Development Coach of the Year – Nicole Mason (Aspen Valley Ski & Snowboard Club, Colo.)
Club of the Year – Steamboat Springs Winter Sports Club, Steamboat, Colo.
Westhaven Award (top technical delegate) - William Van Gilder (Pocono Pines, Pa.)

**SILVER AWARDS**
Paul Bacon Award (event organization) – Sugarloaf Mountain Resort
John J. Clair Jr. Award (service to the U.S. Ski Team) – Killington Mountain Resort, Squaw Valley Alpine Meadows, Aspen Snowmass
Bud and Mary Little Award (service to FIS/USOC) – Horst Weber (Lake Placid, N.Y.)
Buddy Werner Award (athlete sportsmanship, leadership) – Kelly Clark (West Dover, Vt.)
Russell Wilder Award (service to youth) – USA Nordic Sport
J. Leland Sosman Award (service as team physician) – Elisha “Eli” Powell, MD (Anchorage, Alaska)
West Family Award (USSA official) – Ted Martin (Edwards, Colo.)
Team Athlete Giving Back Award – Andrew Weibrecht (Lake Placid, N.Y.)

Alpine Club of the Year - Steamboat Springs Winter Sports Club
Cross Country Club of the Year - Stratton Mountain School
Freeskiing Club of the Year - Team Park City United
Freestyle Club of the Year - Buffalo Ski Club
Ski Jumping/Nordic Combined Club of the Year - Steamboat Springs Winter Sports Club
Snowboarding Club of the Year - Steamboat Springs Winter Sports Club
MAJOR EVENT PARTNERS
2016 - 2017
SUPPLIERS & LICENSEES